

Contract No.:	278-C-00-02-00210-00
Contractor Name:	Chemonics International, Inc.
USAID Cognizant Technical Office:	Office of Economic Opportunities USAID/Jordan
Date of Report:	August 2005
Name of the Report:	Centers of Excellence: Communications Final
Author's Name:	Suhair Obeidat/Chemonics
Activity Title and Number:	Achievement of Market-Friendly Initiatives and Results Program (AMIR Program)
Activity Title:	PSPI Component, 'COE Shared Constraint Follow Through – Communications,' Task No. 587.05

Centers of Excellence: Communications

Final Report
August 2005

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Data Page

Name of Component:	Private Sector Policy Initiative
Authors:	Suhair Obeidat/Chemonics
Practice Area:	Institutional Development
Service Offering:	N/A
Key Words Contained in Report:	Communication, strategy, knowledge management, criteria

Abstract

This report presents materials related to communications and knowledge management that were prepared to support the communication strategies of eight Centers of Excellence partners.

Table of Contents

UTData Page.....	ii
UTAbstract.....	iii
UTExecutive Summary.....	1
UTI. COE Partner Contact Information for Communications Strategies.....	2
UTII. Workshop Invitation	8
UTIII. Proposed Communications Plans	
9	
UT1. Model Communications Strategies	30

Executive Summary

The Center of Excellence (COE) Program developed by the AMIR Program during 2002-2004 worked with nine partner institutions (Ministry of Industry and Trade, Ministry of Planning, Jordan Institute for Standards and Metrology, Ministry of Information and Communications Technology, Jordan Investment Board, Jordan Export Development and Commercial Centers Corporation, Telecommunications Regulatory commission, Security and Depository Commission, and Customs Department) in five criteria (leadership, human resources, knowledge, processes, and outcomes) to achieve COE status. The materials presented in this report were developed to support the COE partners in designing and implementing internal communications strategies that support the roll-out of COE reforms in each of the five criteria.

I. COE Partner Contact Information for Communications Strategies

[Date]

Dear Ms. Abu Aitah,

To follow up on the January 12 COE team meeting between COE consultants and COE partner institutions, I am pleased to offer my services and expertise in the area of communications.

The purpose of my consultancy, as explained earlier, is to assist COE partner institutions to build and/or enhance internal communications systems that will increase awareness and commitment on the part of the staff to internal reforms. It is also to assist organizations to share success stories and achievements internally, with other government organizations, and ultimately with the public. This will all help to further reform goals and objectives.

Ideally I would like to deal with one point person at JISM. As some of the COE Partners have already appointed a communication point-person and others have not, I would appreciate it if you could let me know with whom at JISM I should deal with directly.

Also, if you feel that the timing is appropriate to begin discussing JISM's communications strategies, please let me know. If this is the case, I am available to begin discussing a preferred course of action immediately.

Kindly accept my best regards, and I look forward to working with you and your team.

Suhair Obeidat
Communications Consultant
077 487070

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: January 20, 2004

Name of contact: Wijdan Kayyali, Ali Khreino, Leena Mousa, Salwa Alloush, Rawa' Mirza, Mahmoud Wafa
Institution: MOP, JEDCO, JISM, MOICT, TRC, Customs
Type of contact: (telephone, meeting, e-mail): e-mail
Purpose of contact: To introduce consultancy and offer services
Preparation for discussion/meeting: drafting of e-mail
Time required for preparation: 30 minutes
Summary of discussion/meeting
Duration of discussion/meeting: 30 minutes to send e-mails to all recipients
Total (preparation + meeting) time: One hour
Success stories/potential tools for COE toolkit
Opportunities and/or obstacles

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: January 26, 2004

Name of contact: Leena Mousa
Institution: JISM
Type of contact: (telephone, meeting, e-mail): meeting
Purpose of contact: to further explain the purpose of the consultancy and investigate the status of internal communications at JISM.
Preparation for discussion/meeting: Reading of the JISM benchmarking assessment
Time required for preparation: One hour
Summary of discussion/meeting: The checklist was used and the relevant answers filled in. JISM have an easy flow of information and internal communications channels are very well established and used by the majority of employees. Ms. Mousa accepted that JISM by used as a role model/success story at the communications training workshop to be held in Feb. Ms. Mousa will relay to the DG the message that a Communications Champion be assigned. The PR person (Kamal Mirza) was also introduced but did not attend the meeting.
Duration of discussion/meeting: One hour
Total (preparation + meeting) time: Two hours
Success stories/potential tools for COE toolkit: JISM folder (brochures and CD) and flyers about each directorate.
Opportunities and/or obstacles:

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: March 11, 2004

Name of contact: Abeer Qaryouti, Salwa Alloush
Institution: MOICT
Type of contact: (telephone, meeting, e-mail): Meeting at MOICT offices
Purpose of contact: MOICT requested the meeting to further discuss the communications plan and what is expected to be presented at the March 16 forum. Also discussed was the status of internal communications at the MOICT and the need for team building. Some techniques were also suggested, including staff retreats and other means to establish and strengthen channels of internal communications.
Preparation for discussion/meeting:
Time required for preparation:
Summary of discussion/meeting: The COE Communications champion Abeer Qaryouti to prepare the COE Communications Plan for presentation on March 16.
Duration of discussion/meeting: One hour
Total (preparation + meeting) time:
Success stories/potential tools for COE toolkit
Opportunities and/or obstacles: the resistance of the "old guard" to the "e" culture and the physical segregation of staff (civil servants vs. contracts/consultants). Opportunities: the commitment of the leadership, specifically the Secretary General to the COE program as well as her adoption of the various issues related to the civil servants at the ministry in an attempt to break down the barriers that impede progress and development.

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: March 22, 2004

Name of contact: Abeer Qaryouti
Institution: MOICT
Type of contact: (telephone, meeting, e-mail): Telephone
Purpose of contact: To inquire about the outcome of the COE champions' meeting scheduled for March 17 to review progress in the various criteria and to discuss the proposed COE Communications Plan
Preparation for discussion/meeting: Initial reading of the MOICT COE Communications Plan
Time required for preparation: 10 minutes
Summary of discussion/meeting: The COE champions' meeting did take place but was very brief and limited to an update re the HR. The COE Communications Plan was shared among the champions for feedback. Ms. Qaryouti drafted the proposed letter from the minister to each employee describing the vision and inviting

them to participate in the “Centers of Excellence” program. Two other meetings are scheduled for this week to agree on the plan and the timeline, to be finalized early next week. She will be contacting us if further assistance is needed. In the meantime, I will review the plan and provide feedback.

Duration of discussion/meeting: Five minutes

Total (preparation + meeting) time: 15 minutes

Success stories/potential tools for COE toolkit

Opportunities and/or obstacles: the great enthusiasm by Ms. Qaryouti and her commitment to the timelines (drafting of the plan, presenting it at the COE Communications Forum and sharing it with COE champions) will help expedite the process of implementation.

Contact Summary Sheet

COE Consultant Name: Suhair Obeidat, Communications

Date: April 8, 2004

Name of contact: Mr. Ali Khreino
Institution: JEDCO
Type of contact: (telephone, meeting, e-mail): telephone
Purpose of contact: To inquire how they wish to proceed after new COE teams were formed.
Preparation for discussion/meeting
Time required for preparation
Summary of discussion/meeting: Mr. Khreino said that the new COE teams will be meeting next week to discuss action plans. He will be contacting me to set up a meeting to discuss the communications part.
Duration of discussion/meeting: ten minutes
Total (preparation + meeting) time:
Success stories/potential tools for COE toolkit
Opportunities and/or obstacles

Contact Summary Sheet

COE Consultant Name: Suhair Obeidat, Communications

Date: April 8, 2004

Name of contact: Mr. Adel Al-Qadi
Institution: Director of Al-Hasan Industrial Estate (Irbid) Customs Center
Type of contact: (telephone, meeting, e-mail): telephone
Purpose of contact: To re-introduce myself (he was already briefed by Mr. Wafa) and to inquire how they wish to proceed after they took over from the former team.
Preparation for discussion/meeting
Time required for preparation:
Summary of discussion/meeting: Mr. Al-Qadi is the Communications focal person at the Customs Department. The Customs DG met with the new COE team a couple of days ago. Mr. Al-Qadi is coming to Amman on Sunday to meet with the team and he will be contacting me to set up a meeting to discuss the communications part. The person who will be liaising from Amman is Mohammad Al-Masa'eed, from the PR section.
Duration of discussion/meeting: Five minutes
Total (preparation + meeting) time:
Success stories/potential tools for COE toolkit
Opportunities and/or obstacles

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: April 14, 2004

Name of contact: Mr. Mohammad Al-Masa'eed
Institution: Public Relations Section, General Customs Department
Type of contact: (telephone, meeting, e-mail): Meeting
Purpose of contact: Mr. Masa'eed requested the meeting for insight on preparing a communications strategy, linking it to the COE.
Preparation for discussion/meeting: making copies of the material presented at the "Communications for Excellence Forum" and examples of communication strategies to be used as guidance.
Time required for preparation: 30 minutes
Summary of discussion/meeting: Mr. Al-Masa'eed was briefed on the "Communications for Excellence Forum" held for the communications champions of the eight institutions involved in the COE program on March 8. He was presented with copies of the presentation and examples of communications strategies and was asked to focus his strategy on COE. He will review the documents and come back with questions by Sunday, April 18.
Duration of discussion/meeting: One hour
Total (preparation + meeting) time: 90 minutes
Success stories/potential tools for COE toolkit
Opportunities and/or obstacles

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: January 25, 2004

Name of contact: Wijdan Kayyali
Institution: MOP
Type of contact: (telephone, meeting, e-mail): meeting
Purpose of contact: to further explain the purpose of the consultancy and investigate the status of internal communications
Preparation for discussion/meeting: Reading of the MOP benchmarking assessment. Finalization of the checklist (attached)
Time required for preparation: One hour
Summary of discussion/meeting: The checklist was used and the relevant answers filled in. MOP requested a written TOR for the Communications Champion to be assigned so that the Minister will review and approve it and assign a champion and then proceed with the consultancy.
Duration of discussion/meeting: One hour
Total (preparation + meeting) time: Two hours
Success stories/potential tools for COE toolkit
Opportunities and/or obstacles: The absence of a communications department/champion. Lack of progress on the five COE criteria. The PR department's role is limited to protocol.

Contact Summary Sheet
COE Consultant Name: Suhair Obeidat, Communications

Date: January 26, 2004

Name of contact: Omar Matar
Institution: TRC
Type of contact: (telephone, meeting, e-mail): meeting
Purpose of contact: to further explain the purpose of the consultancy and investigate the status of internal communications.
Preparation for discussion/meeting: Reading of the TRC benchmarking assessment and the draft MOU between AMIR and TRC.
Time required for preparation: One hour
Summary of discussion/meeting: The checklist was used and the relevant answers filled in. They requested that AMIR provide the facilitator for the staff retreat they are planning February 14, as well as ideas on how to promote the COE during the retreat.
Duration of discussion/meeting: Two hours
Total (preparation + meeting) time: Three hours
Success stories/potential tools for COE toolkit: the social committee is active in organizing staff get-togethers like Ramadan evenings, a dinner to thank all staff after a successful participation in international events/winning awards.
Opportunities and/or obstacles: The top management is reported to be "for change" and backs the initiatives.

II. Workshop Invitation

[Date]

Dear COE team Communications Champions,

We would like to invite you to the Centers of Excellence (CoE) Communications Forum on Monday, February 16th at 9:00. We greatly look forward to continue working together in your efforts to implement internal reform initiatives towards COE certification.

AGENDA:

I. PARTICIPANT INTRODUCTIONS

II. INTRODUCE COE COMMUNICATIONS CONSULTANT

III. DISCUSSION TOPICS:

- Consultants' activities and operating procedures
- Ongoing Communications improvements at partner organizations
- Opportunities for collaboration among partners
- How to develop a communications strategy (a model)
- Opportunities for collaboration among partners

IV. CONCLUSION / NEXT STEPS

DETAILS:

Event: Centers of Excellence Communications Forum

Date: Wednesday, February 11, 2004

Time: 9:00 AM – 12:00 PM

Place: AMIR Office Program Training Room (Citadel)

Map to AMIR Program attached.

Kindly respond to this e-mail to confirm attendance!

III. Proposed Communications Plans

وزارة الصناعة والتجارة – مشروع التميز

Proposed Communication Plan خطة اتصال مقترحة

المخرج المطلوب	الجهات المستهدفة	طريقة التواصل	التكرار	مسؤولية من
تقرير عن وضع المشروع	معالي الوزير عطوفة الأمين العام لجنة إدارة المشروع الراعي للمشروع (أمير)	بعد ويرسل التقرير عن طريق البريد الإلكتروني أو ورقيا.	مرتين في الشهر	مدير المشروع
خلق توعية واهتمام لدى الإدارة الوسطى في الوزارة	مدراء المديرية رؤساء الأقسام	. عقد ندوات داخلية . شبكة الوزارة الداخلية Intranet نشرات توعية عن طريق البريد الإلكتروني	مرة اسبوعيا حتى التأكد من وجود وعي واهتمام لدى الإدارة الوسطى.	مسؤولي فرق المشروع المختلفة (المعرفة، الموارد البشرية، القيادة .. الخ)
خلق توعية واهتمام لدى كافة موظفي الوزارة في المركز الرئيسي.	موظفي الوزارة في المركز الرئيسي	. عقد اجتماعات داخلية . شبكة الوزارة الداخلية Intranet نشرات توعية عن طريق البريد الإلكتروني	مرة اسبوعيا حتى التأكد من وجود وعي واهتمام لدى معظم الموظفين.	مدراء المديرية ورؤساء الأقسام بالتعاون القريب مع مدير وفريق مشروع التميز في الوزارة.
خلق توعية واهتمام لدى كافة موظفي الوزارة في مديريات الوزارة في المحافظات.	موظفي الوزارة في مديريات الوزارة المحافظات.	. زيارات ميدانية للمديريات في المحافظات . شبكة الوزارة الداخلية Intranet نشرات توعية عن طريق البريد الإلكتروني	مرة شهريا للزيارات واسبوعيا بالنسبة للنشرات والرسائل الإلكترونية. حتى التأكد من وجود وعي واهتمام لدى معظم موظفي المديرية في المحافظات.	مدير وفريق مشروع التميز. مدراء المديرية ورؤساء الأقسام في مديريات المحافظات.

التواصل مع المستفيدين من خدمات الوزارة.	. مواطنين . مستثمرين من جنسيات أخرى . شركات ومؤسسات محلية ودولية	. اتصال مباشر مع مكتب الخدمات . اتصال مباشر مع الموظف المعني لخدمة معينة في خدمة المكان الواحد. . شبكة الوزارة على الإنترنت . نشرات جاهزة . نظام دليل خدمات على شاشة لمس خاصة.	مستمر	. الإدارة الوسطى . موظفي الوزارة . مدير وفريق التميز.
التواصل مع الجهات الحكومية الأخرى	. وزارات . مؤسسات حكومية (كاملا أو جزئيا)	. المراسلات الرسمية . اجتماعات مجدولة . شبكة الوزارة على الإنترنت . تبادل بيانات بواسطة وسائل تخزين CDs . البريد الإلكتروني	مستمر	. القيادة العليا . الإدارة الوسطى . موظفي الوزارة . مدير وفريق التميز.
التواصل بين أعضاء فريق عمل التميز في الوزارة	. مدير المشروع . رؤساء فرق العمل في المشروع . أعضاء فرق العمل في المشروع	. اجتماعات . محاضر اجتماعات ورقية . بريد الكتروني	. مرة اسبوعيا مستمر	مدير المشروع
التواصل بين الوزارة والجهات التي تقوم بالتقييم.	. الديوان الملكي . القيادة العليا والوسطى في الوزارة . مدير المشروع . رؤساء فرق العمل في المشروع . موظفي الوزارة	. اجتماعات . تزويد الجهة المقيمة بالمعلومات بالوسيلة المطلوبة من قبلهم.	. يحدد من قبل الجهة المقيمة في الغالب وقد يكون مفاجأ.	مدير المشروع

إضافة إلى وسائل الاتصال الأخرى مثل التلفون والفاكس التي تستخدم في كافة المخرجات.
هذا طبعا بافتراض إيجاد مشروع خاص للتميز في وزارة الصناعة والتجارة وتحديد مديرا لهذا المشروع وتوفير كافة الدعم والموارد المطلوبة (بشرية ومالية) للعمل لتحقيق التميز المنشود.



Ministry of Information and
Communications Technology

ICT Promotion Department

Project Title: “Centers of Excellence” Communications Plan

Project Description

To promote, create understanding, and support the deployment of the “Centers of Excellence” program at the Ministry of ICT, ensuring the buy-in from employees at all levels of the organization.

Objective

- To brief all MoICT employees on the concept of the “Centers of Excellence” program, and ensure understanding of its importance towards achieving the Ministry’s goals.
- To achieve buy-in on the deployment of the “Centers of Excellence” program, identifying the role of each employee’s role towards effective implementation.
- To establish clear and effective communications channels between all departments that will facilitate knowledge sharing and guidance across departments for the effective implementation of new systems.
- To communicate successes in the implementation of the “Centers of Excellence” criteria as an incentive for all departments.
- To use the “Centers of Excellence” program as a tool for building a new culture of excellence in communications within the Ministry.

Project Communication Focus

Key Proposition: Institutionalizing a culture of excellence in the Ministry through developing a comprehensive and clear framework based on a clear vision that encourage groups and individuals to strive for excellence at all levels.

Tools and Tactics

Plan:

Phase I: General Awareness

- Issue a personal letter to each and every employee describing the vision and inviting them to participate in the “Centers of Excellence” program from the Minister
- Institute a competition for employees at all levels to define what “Centers of Excellence” means to them, and award the three finalists at the Kick-Off workshop.
- Conduct a Kick-off meeting followed by workshops and awareness sessions for the employees at all levels to introduce the COE concept and expected benefits on the personal and organizational level.
- Create ambassadors, selected by departments, that will meet informally with the top management to encourage direct and transparent communication process

Phase II: Criteria Focused Awareness

- Set, in partnership with the various departments, clear objectives for their role in the “Centers of Excellence” program
- Introduce focus groups from different departments and managerial levels to discuss new systems and procedures before deployment.
- Establish coordination meetings with COE teams in the different criteria to follow-up on the gaps and weakness which appear during deployment.

Phase III: Building Clear Communications Channels

- Using email and “sharepoint” to announce new systems and related procedures.
- Training sessions on all new systems and procedures.

Phase IV: Sustaining the Culture of Communications Excellence

- Conducting surveys (Electronic & Manual) to measure satisfaction and identify obstacles.
- Creating feedback mechanism (suggestion box).
- Quarterly review sessions to evaluate new procedures.
- “Bulletin Board” to communicate outstanding performance and social events which will enhance team/family spirit.

Target Audience

Target	What do we want from them
Top Management	<ul style="list-style-type: none">- Total commitment to communication strategy and full participation where needed.- Support and help in creating a clear and credible communication channels by responding to suggestions or complaints in a very transparent method.- Emphasizing on the importance of knowledge sharing between different departments.- Endorsing the deployment of any new systems and procedures that fall under the COE process.- Clear communication of the ministry vision & mission statement- Sharing the employees in the annual planning process.
COE Teams	<ul style="list-style-type: none">- Total coordination between the different criteria- Clear communication channel with all employees in all aspects.- Creative deployment of new systems.
Ministry's employees	<ul style="list-style-type: none">- The buy-in of COE concept- Commitment of ministry's vision & mission statements- Full support in deploying new systems- Creative deployment of new systems- Initiators of "Centers of Excellence" program- Feed back

Key Messages

Ministry Employees:

- The "Centers of Excellence" program allows every employee the opportunity to shape a professional work environment, which will also be reflected in how individual careers develop at MoICT.
- The "Centers of Excellence" program will work towards clear and transparent systems that will be the root of organizational improvements at all levels.
- At its core, the "Centers of Excellence" program places employee satisfaction and commitment as paramount to achieving our Ministry's objectives.
- The "Centers of Excellence" program will introduce international best practices in governance to achieve best results in public reform, focusing on developing MoICT to be more objective oriented, citizen centered and results-focused.

IV. Knowledge Management Criteria

A. Purpose of Knowledge Management Criterion and Sub-Criteria

Criterion: Knowledge Management

Purpose	<p>The Knowledge Management criterion examines the organization's knowledge management systems and strategies. It assesses to what extent the organization:</p> <ul style="list-style-type: none">• uses the knowledge resources at its disposal effectively to achieve its output targets and contribute to citizen-centered, results-oriented national goals;• understands what knowledge management entails, enabling it to make an informed commitment to managing its knowledge effectively;• has developed and implemented a sound knowledge management strategy to meet knowledge management goals; and• learns from its experience to adapt to ongoing changes and uncertainty.
----------------	--

Sub-Criterion 1: Knowledge Operations

Purpose	<p>This sub-criterion examines the organization's understanding of the key elements of knowledge management. It assesses how well the organization manages its knowledge assets, including to what extent the organization has accurately identified its vital knowledge assets, their relative priorities, where they are located, what the key risks to them are, and how they add value to its outputs.</p>
----------------	--

Sub-Criterion 2: Knowledge Impact

Purpose	<p>This sub-criterion examines the organization's strategies for developing and using knowledge assets. It assesses how effectively the organization creates, captures, shares, and uses knowledge within it.</p>
----------------	---

Sub-Criterion 3: Communications

Purpose	<p>This sub-criterion examines the organization's internal and external communications strategies and capabilities. It assesses the organization's understanding of the key elements of communications. It also assesses the effectiveness of its information creation, storage, analysis, dissemination and sharing.</p>
----------------	---

B. Knowledge Assessment Factors

B1. Sub-Criterion 1: Knowledge Operations

Factor 1: Awareness and Commitment

Purpose	For a knowledge management system to be most effective, staff at all levels must understand the concept of knowledge management (KM) and be willing and able to use the system. Senior management must be committed to its use, and should encourage organizational behavior that supports and promotes the goals and benefits of good KM behavior.
----------------	---

Specific Questions for Assessors	Yes	No
<ol style="list-style-type: none"> 1. Is there a general understanding of the concept of KM at all levels within the organization, particularly with respect to how it applies to the organization's core business? 2. Do senior managers generally understand the concept of KM, including its goals and the requirements for maintaining an effective KM system? 3. Do senior management demonstrate a strong commitment to KM policy, guidelines, and activities? 4. Do senior managers understand the importance of promoting KM among staff? 5. Are knowledge assets recognized and valued? 6. Is KM explicitly included as a priority in the organization's mission statement and/or strategic plan? 7. Does the organization have a specific KM strategy? 8. Has the organization designated a particular senior manager to sponsor and oversee the development of KM in the organization? 9. Does the KM strategy clearly define knowledge as a mix of both information and experience, and outline how knowledge <i>adds value</i> to the organization's outputs and results? 10. Does the organization actively promote good knowledge management behaviour (ie, knowledge sharing and re-using) by providing employees with resources and opportunities for communication and acknowledging their efforts? 11. Does the organization monitor employee behavior with regard to KM, including how well they share tacit knowledge? 12. Are individuals visibly rewarded for team work and knowledge sharing? 13. Are there any restrictions on access to information that is not confidential or personal? 14. Does the organization have a well-organized system, such as a library or electronic file-sharing system, for making captured knowledge available to all staff?¹ 15. Does this system include measures to protect the security, confidentiality, and/or integrity of the knowledge? 16. Does the organization's management ensure that time and space exist to stimulate ideas, exchange knowledge (including tacit knowledge), and to learn? 		
QUESTIONS FOR STAFF SURVEY		
<ol style="list-style-type: none"> 1. Are employees ready and willing to give advice or help on request, from anyone else in the organization? 2. Do staff understand that <i>sharing knowledge</i> is vital to enhancing their individual and collective abilities to help the organization achieve its output targets and contribute effectively to national goals? 		

Persons to Contact	<ul style="list-style-type: none"> • Key leadership person • Senior manager responsible for knowledge management • Random selection of managers at different levels
---------------------------	--

Documents Required	<ul style="list-style-type: none"> • Knowledge management strategy document • Strategic plan (including knowledge management strategy component) • Annual report incorporating a vision statement
---------------------------	--

Factor 2: Planning and Implementation

Purpose	To manage its knowledge effectively, an organization needs to know what its vital <i>knowledge assets</i> are, their relative importance, their location, how well they are being managed, and any significant risks to them.
----------------	---

Specific Questions for Assessors	Yes	No
<ol style="list-style-type: none"> 1. Does the organization generally know <i>what</i> its vital <i>knowledge assets</i> are? 2. Does the organization maintain a database of its vital knowledge assets that lists the type of knowledge, its location, and the person to contact to access it? 3. Has the organization clearly prioritized the sources of the vital knowledge assets in the database to indicate the best resource for particular kinds of information and help design risk management strategies to protect the information? 4. Does the organization generally understand how each of its knowledge assets contributes to the organization's outputs? 5. Does the organization have a well-structured, up-to-date "knowledge map" to guide staff to the information they seek? 6. Is this map flexible, showing staff multiple ways to find and access information? 7. Does the organization store information in a format that allows multiple users to access it at the same time? 8. Does the organization have staff whose primary function is to support the knowledge processes, such the creation, storage, and dissemination? 9. Does the organization regularly bring staff together across normal lines of responsibility to develop and/or share knowledge? 10. Does the organization actively arrange for regular <i>internal seminars</i> on important issues or topics of broad interest or applicability? 11. Does the organization regularly arrange <i>seminars</i> to which people outside the organization are also invited to attend?² 		

Persons to Contact	<ul style="list-style-type: none"> • Key leadership person • Senior manager responsible for knowledge management • Corporate Services Manager • IT Manager • Random selection of managers at different levels
---------------------------	--

Documents Required	<ul style="list-style-type: none"> • Knowledge management strategy document • Strategic plan (e.g. with knowledge management strategy component) • List of vital knowledge assets in the organization
---------------------------	--

² For example, seminars to which are invited other ministries or government agencies that the organization deals with.

B. Sub-Criterion 2: Knowledge Impact**Factor 1: Review and assessment**

Purpose	Effective knowledge management entails knowing what information the organization requires; its relative importance; whether it already exists and is available and where it is available; whether it exists but has not yet been captured; and whether it can be created and captured within the organization or must be sought externally.
----------------	---

Specific Questions for Assessors	Yes	No
12. Has the organization translated its KM goals into clearly documented quantitative performance targets? 13. Has it also translated some KM goals into clearly documents qualitative performance targets? 14. Does the organization set these KM performance targets through a process involving widespread staff and management participation? 15. Are these targets widely circulated and understood throughout the organization? 16. Is responsibility for achieving such targets included in performance agreements for both managers and staff? 17. Does the organization systematically monitor and review the performance of these KM targets? 18. Does the organization regularly revise its KM strategy according to updated requirements? 19. Has the organization reviewed its current knowledge assets, and identified and documented any significant knowledge gaps that need to be filled? 20. Has the organization identified those knowledge gaps that can be filled efficiently by creating and capturing knowledge from within the organization, to avoid the cost and effort of seeking knowledge from external sources? 21. Does the organization have clear rules and systems for capturing documents?		

Persons to Contact	<ul style="list-style-type: none"> • Senior manager responsible for knowledge management • Corporate Services Manager • IT Manager • Random selection of managers and staff at different levels
---------------------------	---

Documents Required	<ul style="list-style-type: none"> • Knowledge management strategy document • Strategic plan (including knowledge management strategy component) • Any documents setting out rules on capturing and archiving documents
---------------------------	--

Factor 2: Knowledge Deployment

Purpose	Efficient and effective knowledge <i>sharing</i> helps the organization make the best use of its knowledge assets and avoid spending time and resources to develop information or solutions that are already available.
----------------	---

Specific Questions for Assessors	Yes	No
<ol style="list-style-type: none"> Has the organization clearly identified and documented its vital knowledge requirements? What steps has the organization taken to create the knowledge it needs? Does the organization systematically capture documents created for internal use? Does the organization systematically capture documents created for external use? Does the organization have a system for archiving captured documents after a specified period of time? Does the organization capture the vital tacit knowledge of its key staff to make it more accessible in the organization, for example by documenting it or holding internal trainings? 		

Persons to Contact	<ul style="list-style-type: none"> Key leadership person Corporate Services Manager IT Manager Random selection of managers and staff at different levels
---------------------------	---

Documents Required	<ul style="list-style-type: none"> KM strategy Document management strategy component of KM strategy
---------------------------	--

B. Sub-Criterion 3: Communications**Factor 1: Building a communications strategy**

Purpose	Effective communications entails a solid knowledge of the information or message to be communicated, the people and entities to be addressed (internal audiences, i.e. staff vs. external, i.e. clients, stakeholders, counterparts and donor agencies), timing of the message and the means to communicate the message which takes into consideration the cost.
----------------	--

Specific Questions for Assessors	Yes	No
<ol style="list-style-type: none"> 1. Does the organization have an internal communications strategy? 2. Has the organization identified the objectives of the communications strategy? 3. Does the organization foster a culture of information and knowledge sharing? 4. Is communications a priority for the organization? 5. Is communications integrated within the various activities of the organization? 6. Are there clear channels of communications within the organization? 7. Does the organization adopt a bottom-up approach in building a communications strategy? 8. Is the communications process centralized and synchronized? 9. Does the organization have an external communications strategy? 10. Do stakeholders have input into the communications strategy? 11. Are target audiences clearly identified? 12. Are the means compatible with the messages to be communicated in terms of format and cost? 13. Is the information or knowledge shared prioritized? 14. Is the knowledge or information shared of relevance to the receiving parties? 15. Does the communications strategy have clear links to the pillars of excellence (citizen-centered and results-focused)? 16. Does the communications strategy project the organization as transparent? 17. Is there a component for crisis management in the communications strategy? 		

Persons to Contact	<ul style="list-style-type: none"> • Key leadership • Communications Manager • IT Manager • Random selection of managers and staff at different levels
---------------------------	--

Documents Required	<ul style="list-style-type: none"> • Communications strategy document • Strategic plan (including communications strategy component)
---------------------------	--

B. Sub-Criterion 3: Communications**Factor 2: Implementation**

Purpose	For a successful implementation of a communications strategy, a clear action plan must be developed to assign responsibilities, priorities, budgets, guidelines and procedures for creating and disseminating information and knowledge.
----------------	--

Specific Questions for Assessors	Yes	No
<ol style="list-style-type: none"> 1. Is there a clear action plan to implement the communications strategy? 2. Does the action plan provide clear guidelines for the creation and dissemination of information materials and documents? 3. Does the action plan spell out the procedures for the production and dissemination of communications materials? 4. Is the action plan in tune with the organization's general objectives? (time factor in sharing knowledge or information). 5. Is the action plan balanced and has clear milestones? 6. Does the action plan assign responsibilities? 7. Is the action plan flexible and can accommodate additions and adjustments? 8. Are there adequate resources to implement the action plan? 9. Are there enough staff to implement the action plan? 10. Are the staff well-trained? 11. Are they aware of the organization's role in society and its contribution to national goals? 12. Are they well aware of the communications strategy and its components? 13. Are they aware of the communications efforts of the various divisions within the same organization? 14. Are they aware of the communications efforts of other organizations? 		

Persons to Contact	<ul style="list-style-type: none"> • Senior manager • Communications Manager • Communications staff
---------------------------	--

Documents Required	<ul style="list-style-type: none"> • Communications strategy document, including the action plan. • Strategic plan (including communications strategy component) • Various documents generated by the organization.
---------------------------	--

B. Sub-Criterion 3: Communications**Factor 3: Review and Assessment**

Purpose	Communications is an evolving process and should be continuously reviewed to assess the extent of its effectiveness. Modification and adjustments should be introduced to optimize the use of the means.
----------------	--

Specific Questions for Assessors	Yes	No
<ol style="list-style-type: none"> 1. Is the communications strategy regularly reviewed at pre-determined intervals? 2. Is the communications strategy dynamic enough to capitalize on emerging circumstances? 3. Is the review done to critique the strategy and measure its impact? 4. Are staff requested to provide feedback on what has been implemented thus far? 5. Is feedback from staff taken into actual consideration? 6. Are the various communications tools pre-tested prior to actual production? 7. Are focus groups (from inside and outside the organization) used to gauge reactions to the communications materials? 8. Are internal capacities tapped before seeking external consultants and/or service providers? 9. Is the roster of service providers regularly reviewed and updated? 10. With the emergence of cost-effective and quicker means of communications, is the use of conventional communications means regularly revisited to determine their feasibility? 		

Persons to Contact	<ul style="list-style-type: none"> • Senior manager • Communications Manager • Communications staff • Random selection of managers and staff at different levels
---------------------------	--

Documents Required	<ul style="list-style-type: none"> • Communications strategy document, including the budget. • Records of the accounting/finance department. • Various documents and information materials generated by the organization.
---------------------------	--

Knowledge Management Assessment Indicators

A. Sub-Criterion 1: Understanding Knowledge Management (KM)

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Key Features, Role, and Benefits												
1	The organization knows how knowledge adds value to its outputs and its ability to contribute to achieving national goals.											
2	The organization clearly understands: <ul style="list-style-type: none">What the key elements of KM are;											
	<ul style="list-style-type: none">How these KM components interact; and											
	<ul style="list-style-type: none">How KM can enhance its ability to fulfill its output targets and help to achieve citizen-centered, results-focused national goals											
3	The organization has adopted a KM strategy to enhance its ability to carry out its role most effectively.											
Factor 2: Knowing and Valuing the Organization’s Knowledge Assets												
4	The organization clearly knows: <ul style="list-style-type: none">What its vital knowledge assets are;											
	<ul style="list-style-type: none">Where they are located;											
	<ul style="list-style-type: none">What their relative priorities are;											
	<ul style="list-style-type: none">What the main risks to them are; and											
	<ul style="list-style-type: none">What the relative priority of each risk is											
5	The organization is implementing a strategy to manage risks to its knowledge assets.											

B. Sub-Criterion 2: Knowledge Management Operations

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Creating and Capturing Knowledge												
1	The organization has identified its key knowledge requirements to enable it to fulfill its role most effectively.											
2	The organization has identified crucial gaps in its knowledge requirements.											
3	The organization has identified from where the gaps in its knowledge can best be filled.											
4	The organization systematically captures vital knowledge created within it.											
5	The organization is taking steps to make vital tacit knowledge (i.e. experience and insights in employees' minds) more widely accessible in the organization.											
6	The organization archives knowledge after a period of time has elapsed since their capture.											
Factor 2: Sharing Knowledge Within the Organization												
7	A culture of sharing knowledge prevails throughout the organization.											
8	The organization systematically encourages its employees to share information to enhance the effectiveness of its outputs.											
9	The organization has systems in place to facilitate information sharing within it.											
Factor 3: Using Knowledge Within the Organization												
10	The organization actively encourages its staff and managers to make full use of the knowledge it already has.											
11	The organization is actively taking steps to facilitate the use of its knowledge.											
12	The organization routinely leverages its past work and knowledge.											
Factor 4: KM Performance Targets and Reviews												
13	The organization monitors and assesses its KM performance, where possible, against measurable targets or qualitative goals.											
14	The organization regularly reviews its KM performance in light of these targets or goals, and revises it as appropriate.											

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 5: e-Government												
15	The organization has adopted a strategy of using an e-government approach, as feasible, to communicate with its key stakeholders, especially the general public.											
16	The organization is already effectively implementing this e-government strategy.											

C. Sub-Criterion 3: Learning Organization

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Understanding What Is a Learning Organization												
1	The organization has a clear understanding of the key features of a learning organization and its benefits.											
2	The organization is committed to being an effective learning organization.											
3	The organization is operating as a learning organization.											
Factor 2: Supportive Culture, Systems, and IT Systems Architecture												
4	The organization clearly has a culture that encourages voluntary sharing of knowledge at all levels to enhance its performance.											
5	The organization's ability to learn is supported by an effective:											
	• KM system;											
	• IT system;											
	• Document management system; and											
	• HR policies											

Knowledge Management Survey Tool

Dear Staff Member:

This 16-question surveying tool will only be used for the purpose of testing an assessment instrument designed to audit public institutions under the Centers of Excellence program.

Please rest assured that the information and feedback you provide will be kept *strictly confidential*. Your contribution will help us develop the instrument that will be used by our assessment team.

Completing this survey should take approximately 10 minutes. Please select your answer by circling either a “Yes” or “No.”

Thank you in advance for your time.

Feedback on Knowledge Management Functions

How Organization Contributes to National Goals			
1	Are you aware if the organization has clearly identified what <i>national goals</i> ³ its outputs are likely to influence or help to achieve?	Yes	No
2	Do you know <i>how</i> your own outputs are likely to help the organization <i>influence</i> or <i>contribute to</i> achieving one or more national goals?	Yes	No
3	Do you know <i>how</i> the outputs of the section and/or branch in which you work are likely to help the organization <i>influence</i> or <i>contribute to</i> achieving national goals?	Yes	No
4	Are you aware if the organization has developed or acquired any kind of <i>conceptual framework</i> ⁴ to help it understand and evaluate how its key outputs contribute to national goals?	Yes	No
5	Are you aware of <i>other organizations</i> and/or <i>factors</i> that influence how effectively your organization's outputs contribute to achieving particular national goals?	Yes	No
6	Are you aware of any arrangements now operating to enable the organization to <i>coordinate</i> its outputs with those of other organizations whose outputs jointly impact on shared national goals?	Yes	No
7	Are you aware of the <i>main risks</i> that may impede the outputs of the section and/or branch in which you work from effectively helping <i>influence</i> or <i>contribute to</i> achieving national goals?	Yes	No
8	Are you familiar with any <i>strategy</i> the organization has to manage these <i>risks</i> ?	Yes	No
Organization's Actual Contribution to National Goals			
9	Are you aware if the organization has set performance targets to be achieved for each of its key outputs in the current planning period or financial year?	Yes	No
10	Has the organization <i>sub-divided</i> its high-level output targets into <i>sub-targets</i> for your ⁵ section and/or branch, and other sections/branches?	Yes	No
11	Are you aware if these sub-targets are <i>linked</i> to national goals?	Yes	No
12	Are you familiar with the <i>assumptions</i> underlying any output sub-targets for your section and/or branch of the organization?	Yes	No
13	Are you aware if your section and/or branch has systems to <i>monitor, measure, and report</i> on each key output's <i>actual performance</i> against these targets?	Yes	No
14	Do you know if any such performance reports are used to revise output plans?	Yes	No
15	Are you aware if your section/branch of the organization uses a conceptual framework to help it assess its outputs' performance in achieving national goals?	Yes	No

³ For convenience, the term "national goals" here refers to the highest, broadest level of results (or strategic outcomes) that the government wishes to achieve by its policies (e.g. security for its citizens and residents).

⁴ A conceptual framework can be as simple as a list of what are thought to be: (1) the *main impacts* of an organization's outputs; (2) *who* they affect (e.g. all exporters, or some health services users); and (3) whether the impacts are *positive* or *negative* (i.e. benefit or impose costs on those affected, such as the costs of complying with unduly stringent regulatory standards). But it could also include estimated size and probability of impacts, etc.

⁵ To avoid misunderstanding, "your" section/branch from here on refers to the one in which you work.

1. Model Communications Strategies

النتيجة رقم (1):
توفر مواد إعلامية

الأنشطة

1-1 إطلاق وتحديث موقع المؤسسة على الإنترنت الإجراءات

- استكمال تدقيق مضمون الموقع
- اختر الصور المناسبة
- عمل كباشن للصور
- إطلاق الموقع
- تحديث الموقع بشكل دوري

2-1 إنشاء وإطلاق الرسالة الإخبارية الإلكترونية للمؤسسة الإجراءات

- الاتفاق مع الشركة المنفذة لتصميم الرسالة الإخبارية
- طلب المعلومات من مدراء الدوائر / المديريات
- كتابة وتحديد المضمون
- اختيار الصور
- عرض النموذج على مدراء الدوائر / المديريات للموافقة عليه
- إطلاق الرسالة
- تحديث الرسالة بشكل دوري (كل أربعة أشهر)

3-1 إصدار التقرير السنوي الإجراءات

- جمع المعلومات من مدراء الدوائر / المديريات.
- كتابة وتحديث المضمون.
- الطلب من دائرة المحاسبة كتابة التقرير المالي.
- استلام التقرير المالي.
- ترجمة مضمون التقرير.
- استدراج عروض لتصميم التقرير.
- اختيار مكتب التصميم والبدء بعملية التصميم.
- عرض النموذج على مدراء الدوائر / المديريات لأخذ الموافقة.
- استدراج عروض الطباعة.
- اختيار المطبعة وطباعة التقرير.
- إعداد قائمة لتوزيع التقرير.
- توزيع التقرير على الدوائر والمديريات المختلفة وعلى المانحين والداعمين والشركاء على مختلف الأصعدة.

4-1 إنتاج النسخة العربية من فيلم المؤسسة الإجراءات

- الالتقاء بكتاب السيناريو.
- عرضه على مدراء الدوائر والمديريات لأخذ الموافقة.
- التصوير
- عمل المونتاج اللازم
- تسجيل الصوت.
- استلام الفيلم.
- عمل النسخ.

5-1 إيجاد مكتبة إعلامية للصور

الإجراءات

- وضع المواصفات (عدد المواقع والمواضيع المطلوب تغطيتها).
- استدراج عروض.
- استلام العروض.
- اختيار الجهة المنفذة .
- إعلام الدوائر والمديريات المختلفة بضرورة جاهزيتهم.
- إعداد برنامج للتصوير.
- البدء بالتصوير.
- استلام النسخ.
- حفظ الصور طبقا لنظام أرشفة دقيق.

النتيجة رقم (2):

تتمتع المؤسسة بمصداقية عالية.

الأنشطة

1-2 إبراز إنجازات المؤسسة وخاصة قصص النجاح

الإجراءات

5-1/1-1

النتيجة رقم (3):

المؤسسة تتمتع بالشفافية.

الأنشطة

1-3 إصدار التقرير السنوي (مفصل في 3-1)

النتيجة رقم (4):

صورة المؤسسة في الإعلام إيجابية.

الأنشطة

1-4 إعداد ونشر الأخبار الصحفية المتعلقة بنشاطات المؤسسة

الإجراءات

- جمع المعلومات اللازمة من الدوائر والمديريات
 - صياغة المادة الإعلامية
 - بث المادة الإعلامية إلى الوسائط الإعلامية المختلفة
 - التحقق من نشر المادة في الوسائل الإعلامية المختلفة
- 2-4 تنظيم زيارات ميدانية للإعلاميين والصحفيين إلى مرافق المؤسسة / دوائر / مشاريع المؤسسة/الهيئة/الدائرة
- #### الإجراءات
- وضع قائمة للمرافق.
 - وضع جدول زمني.
 - الاتصال مع الإعلاميين.
 - الاتصال مع القائمين على المرافق لضمان جاهزيتهم.
 - القيام بالزيارات.

3-4 تحضير الملف الإعلامي

الإجراءات

- جمع المعلومات والمواد اللازمة لعمل الملف من قصص نجاح وصور وبروشور وأي مواد إعلامية أخرى.
 - تجهيز نسخ كافية من الملف.
 - توزيع الملف عند الحاجة و/أو الطلب.
- 4-4 إيجاد شبكة من الإعلاميين الداعمين لقضايا وأهداف المؤسسة / الدائرة / الهيئة

الإجراءات

- وضع قائمة بالإعلاميين الممكن الاستعانة بهم
- تنظيم نشاطات اجتماعية مثل حفل استقبال أو غداء بهدف التقرب إليهم
- الاتصال بهم بشكل دوري وتزويدهم بالمعلومات لإبقائهم على علم بأنشطة المؤسسة / الهيئة / الوزارة

النتيجة رقم (5):

أعضاء مجلس الإدارة / المفوضين على علم تام بطبيعة عمل الهيئة / المؤسسة وقادرين على تمثيلها ضمن صلاحياتهم

الأنشطة

1-5 تزويد الأعضاء / المفوضين بالمعلومات بشكل دوري عن انجازات وتحديات المؤسسة / الهيئة.

الإجراءات

- الاجتماع بهم دورياً.
- دعوتهم لحضور الخلوات والاجتماعات غير الرسمية.
- تزويدهم بتقارير دورية تفصل الإنجازات والتحديات.

مصفوفة تخطيط المشروع : Project Planning Matrix

أسم المشروع /دائرة الاتصال والعلاقات العامة

ملخص الأهداف	مؤشرات التحقق	مصادر التحقق	الافتراضات الهامة
الهدف الأعلى تجسيد صورة المؤسسة لدى الجمهور	- تحسن انطباع الجمهور عن خدمات المؤسسة / الهيئة / الوزارة / الدائرة 20%	استبيان لمستوى الرضى عن الخدمات التي تقدمها المؤسسة.	*قيام المؤسسة /الدائرة /الوزارة بتقديم خدمة حيوية للمواطنين والبلد *توفر مصادر مادية كافية لتطبيق الإستراتيجية.
على المستوى الداخلي: - تقديم خدمة الإتصال والعلاقات العامة لكافة دوائر المؤسسة على أكمل وجه. - إيجاد وتعزيز آلية اتصال بين البرامج والمشاريع ودائرة الإتصال. - إيجاد وتعزيز قنوات اتصال واضحة بين مختلف الدوائر.	- جميع العاملين على معرفة تامة بأهداف وبرامج المؤسسة / الوزارة / الهيئة - احتياجات البرامج والمشاريع لخدمة الإتصال والعلاقات العامة ملبأة بنسبة 90% - قنوات الإتصال بين مختلف الدوائر واضحة. - انخفضت شكاوى الموظفين بنسبة 70% - عقدت 2 خلوات و5 ورش عمل - تم إصدار 6 أعداد من الرسالة الإخبارية. - تم الدعوة إلى 4 لقاءات غير رسمية. - تم تطبيق مبدأ مكافأة الدائرة / البرنامج المميز مرة في السنة.	1. الخطط الإعلامية للدوائر. 2. سجل المراسلات. 3. المواد الإعلامية الصادرة عن المؤسسة. 4. سجل اللقاءات غير الرسمية. 5. محاضر الخلوات وورش العمل. 6. سجل الشكاوى 7. الرسالة الإخبارية 8. Bulletin Board 9. الصور 10. ملفات الدوائر / المشاريع.	*المصادر المادية متاحة لتطبيق الخطط الإعلامية. *استراتيجيات البرامج والمشاريع واضحة وقابلة للتنفيذ والتطبيق. *وجود آلية واضحة لتزويد الدائرة بكافة المعلومات المتعلقة بالبرامج والمشاريع. *تواجد القناعة لدى العاملين بضرورة التعاون. *انتفاء الأسباب الشخصية وراء صعوبة التواصل الإتصال. *الدوائر / البرامج تحقق إنجازات مميزة تستحق التقدير.
على المستوى المتوسط: - إيجاد آلية تبادل معلومات مستمرة لتعزيز قنوات اتصال واضحة والاستفادة إعلاميا وعمليا من البرنامج	- الممفوضين على علم تام بإنجازات وتحديات برامج ومشاريع الهيئة. - المفوضين قادرين على تمثيل الهيئة ضمن إطار صلاحيتهم.	1. عدد ورش العمل. 2. المراسلات. 3. المواد الإعلامية التي يتم ذكرهم فيها (الرسالة، الموقع، الأخبار). 5. عدد الزيارات الميدانية إلى البرامج	*تعاون وتجاوب تام من المفوضين /اعضاء مجلس الإدارة

	والمشاريع. 6. المراسلات وتقارير الإنجازات.		- - إيجاد آلية تواصل واتصال تربط أعضاء الهيئة بالمؤسسة بشكل وثيق وتطلعهم على الإنجازات و/أو الصعوبات. - تقديم خدمة الاتصال والعلاقات العامة لتمكين الأعضاء من أداء مهمتهم على أكمل وجه.
*البرامج والمشاريع ناجحة ولها إنجازات. *المصادر المادية متاحة.	1. موقع الإنترنت 2. الرسالة الإخبارية 3. الصور 4. Mailing List 5. الأخبار الصحفية 6. سجل المتصلين الراغبين بالاستفادة من البرامج.	- - ازداد وعي وإدراك الجمهور ببرامج ومشاريع المؤسسة بنسبة 20 % - ازداد عدد المتصلين الراغبين بالاستفادة من خدمات المؤسسة / الهيئة / الوزارة	على المستوى الخارجي: - التعريف بخدمات / إنجازات المؤسسة / الهيئة / الوزارة على المستوى المحلي والإقليمي والعلمي.

النتائج	مؤشرات التحقق	مصادر التحقق	الافتراضات الهامة
النتيجة الرقم (1): توفر مواد إعلامية	المواد الإعلامية منتجة وتعكس صورة المؤسسة /الهيئة/ الوزارة وتفصل الإنجازات والطموحات والتحديات	المواد الإعلامية المختلفة سجلات المحاسبة قوائم التوزيع	توفر المصادر المادية لإصدار المواد الإعلامية تعاون الدوائر المختلفة في توفير المعلومات اللازمة
النتيجة الرقم (2): المؤسسة تتمتع بمصداقية عالية.	- اعتماد المؤسسة /الهيئة/ الوزارة كمركز للتميز - اعتماد المؤسسة /الهيئة/ الوزارة كنموذج إما للقياس أو لتقديم المشورة أو لتقليد المبادرات لناجحة. - ازدادت نسبة المبادرة الذاتية في اختيار المؤسسة لتسلم جوائز أو أشكال الدعم المختلفة.	11. الجوائز الممنوحة للمؤسسة. 12. قصص النجاح. 13. المواد الإعلامية الصادرة عن المؤسسة. 14. سجل المتصلين الراغبين بالحصول على معلومات حول (مجال تخصص /الهيئة/ الوزارة في الأردن). 15. سجل المتصلين الراغبين بالاستفادة من تجربة المؤسسة /الهيئة/ الوزارة إما للنصيحة أو لتقليد المشاريع الناجحة.	- الأرقام والمؤشرات تعكس الصورة الحقيقية لإنجازات المؤسسة /الهيئة/ الوزارة. - الدوائر ناجحة ولها إنجازات يمكن قياسها. - المؤسسة / الهيئة / الوزارة تقدم خدمات ذات قيمة عالية في المجتمع
النتيجة رقم (3): المؤسسة تتمتع بالشفافية.	- سهولة الحصول على معلومات وأرقام متعلقة بإنجازات المؤسسة /الهيئة/ الوزارة.	1- إنجازات المديريات 2- التقارير الشهرية للمديريات 3- سجلات المحاسبة 4- التقرير السنوي	- المديريات اداؤها ناجح ولها إنجازات. - السجلات والتقارير معدة وجاهزة.
النتيجة رقم (4): صورة المؤسسة في الإعلام إيجابية.	- تحسن انطباع الصحفيين والإعلاميين عن المؤسسة /الهيئة/ الوزارة بنسبة 20% - ازداد عدد الأخبار الصحفية الدقيقة والتي تعكس الصورة الحقيقية للمؤسسة /الهيئة/ الوزارة بنسبة 30%	1. الزيارات الصحفية والإعلامية. 2. الأخبار المواد الإعلامية المختلفة. 3. الملف الإعلامي (أخبار وصور) الذي تصدره المؤسسة.	الاستراتيجية الإعلامية معدة ومطبقة.

*التزام أعضاء مجلس الإدارة/ المفوضين بمهمتهم كداعمين أساسين للمؤسسة.	التصريحات الصادرة عن أعضاء المجلس / المفوضين المراسلات	المعلومات الصادرة عن أعضاء مجلس الإدارة/ المفوضين دقيقة	النتيجة رقم (5): مجلس الإدارة / المفوضين علم تام بما تقوم به / الهيئة / الوزارة وقادرين على تمثيلها ضمن صلاحياتهم
--	--	--	--

Project Title:				Planning Period - فترة التخطيط												Inputs				الملاحظات
اسم المشروع: دائرة الاتصال والعلاقات العامة				النتيجة رقم (1) : توفر مواد إعلامية																
Ref.	Activities	Responsible	Milestones	Year: 2004						سنة: 2004						P/M		USD		
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	
1.	1-1 إطلاق وتحديث موقع المؤسسة على الإنترنت																			
	- استكمل تدقيق مضمون الموقع	مدير الدائرة والمنسق	المضمون خال من الأخطاء																	
	- اختر الصور المناسبة واعمل الكباشن	مدير الدائرة والمنسق	الصور																	
	- اطلق الموقع	مدير الدائرة	موقع المؤسسة																	
	- حدث الموقع بشكل دوري	منسق الاتصال والعلاقات العامة	موقع محدث																بالتعاون مع الشركة المنفذة	
2.	2-1 إنشاء وإطلاق الرسالة الإخبارية الإلكترونية																			
	- اتفق مع الشركة المنفذة لتصميم الرسالة الإخبارية - اطلب المعلومات من مدراء الدوائر والمديريات	المنسق	تقرير المعلومات الشهرية																بالتعاون مع المستشار القانوني والمسؤول عن تكنولوجيا المعلومات في المؤسسة	
	- اكتب وحدد المضمون - اختار الصور	مدير الدائرة والمنسق	- مضمون الرسالة الإخبارية - الصور																بالتعاون مع مدراء الدوائر والمديريات	
	- اعرض النموذج على مدراء الدوائر والمديريات	مدير الدائرة	تعديل مضمون الرسالة الإخبارية																بالتعاون مع مدراء الدوائر والمديريات	
	- اطلق الرسالة	المدير والمنسق																	بالتعاون مع الشركة المنفذة	
	- حدث الرسالة بشكل دوري (كل أربعة أشهر)	المدير والمنسق	الرسالة الإخبارية																بالتعاون مع الشركة المنفذة	

Ref.	Activities	Responsible	Milestones	Year: 2004						سنة: 2004						P/M		USD		Remarks	
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	الملاحظات	
.4	3-1 إنتاج النسخة العربية من فيلم المؤسسة																				
	اكتب السيناريو اعرضه على مدراء الدوائر والمديريات. - صور	مدير الدائرة المخرج	سيناريو الفيلم باللغة العربية فيلم																		
	اعمل المونتاج اللازم - سجل الصوت	مدير الدائرة	الفلم ممنتج والصوت مسجل																		
	استلم الفيلم	المنسق	الفلم باللغة العربية																		
	اعمل نسخ	المنسق	نسخ الفلم																		

Ref.	Activities	Responsible	Milestones	Year: 2004						سنة: 2004						P/M	USD	Remarks		
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	الملاحظات
5.	4-1 إنتاج النسخة الإنجليزية من الفلم																			
	- اتفق مع المترجم على النص - اعرضه على مدراء الدوائر والمديريات	مدير الدائرة	السيناريو المترجم إلى اللغة الإنجليزية																	
	- سجل الصوت. - استلم الفلم. - عمل النسخ.	مدير الدائرة والمنسق	الفيلم باللغة الإنجليزية																	
6.	5-1 إصدار الروزنامة السنوية للمؤسسة																			
	- اقترح مضمون الروزنامة للعام 2005 ولغاته (عربي- إنجليزي) - اعرضه على مدراء الدوائر والمديريات - اعرضه على أعضاء مجلس الأمناء	مدير الدائرة والمنسق والمدير العام	مضمون الروزنامة																	
	- صياغة المحتوى.	مدير الدائرة والمنسق	المحتوى																	
	اختار مكتب التصميم والبدء بعملية التصميم.	مدير الدائرة والمنسق	التصميم																	
	- استدرج العروض للطباعة. - إختار المطبعة والبدء بالطباعة - استلم الروزنامة.	مدير الدائرة والمنسق	الروزنامة																	
	- اطلب من مدراء الدوائر والمديريات تحديث قوائم التوزيع. - استلم القوائم	المنسق	قوائم التوزيع																	
	- اعد Labels وإعطائها للمطبعة. - توزيع الروزنامة	المنسق	labels																	

Ref.	Activities	Responsible	Milestones	Year: 2004						سنة: 2004						P/M		USD		Remarks
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	الملاحظات
7.	6-1 إيجاد مكتبة إعلامية للصور																			
	- ضع المواصفات (عدد المواقع والمواضيع المطلوب تغطيتها). - استدرج عروض. - استلم العروض	مدير الدائرة والمنسق	العروض من المصورين																	
	- اختار الجهة المنفذة . اعلم الدوائر والمديريات المختلفة بضرورة جازيتهم. - اعد برنامج للتصوير.	مدير الدائرة والمنسق	برنامج تصوير المواقع والبرامج																	
	- ابدأ بالتصوير.	المنسق																		بالتعاون مع المصور
	- استلم النسخ.	المنسق	الصور																	
	- احفظ الصور طبقا لنظام أرشفة دقيق.	المنسق	أرشفة الصور																	

Project Title:				Planning Period - فترة التخطيط												Inputs				الملاحظات
اسم المشروع: دائرة الاتصال والعلاقات العامة																				
النتيجة رقم (2) تتمتع المؤسسة بمصداقية عالية																				
Ref.	Activities	Responsible	Milestones	Year: 2004 سنة: 2004												P/M	USD			
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	
1-2 إبراز إنجازات المؤسسة وخاصة قصص النجاح																				

* نفس الإجراءات (7-1/1-1)

Project Title: Administration Department إسم المشروع:				Planning Period - فترة التخطيط												Inputs				Remarks الملاحظات
النتيجة رقم (3) : صورة المؤسسة في الإعلام إيجابية																				
Ref.	Activities	Responsible	Milestones	Year: 2004						سنة: 2004						P/M	USD			
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	
	1-3 إعداد ونشر الأخبار الصحفية المتعلقة بنشاطات المؤسسة / الهيئة																			
	اجمع المعلومات اللازمة عن الدوائر والمديريات	مدير الدائرة والمنسق	المعلومات المتعلقة بالدوائر والمديريات																	
	صغ المادة الإعلامية	مدير الدائرة والمنسق	المادة الإعلامية جاهزة																	
	بث المادة إلى الوسائط الإعلامية المختلفة	المنسق	المادة جاهزة للنشر																	
	تحقق من نشر المادة في الوسائل الإعلامية المختلفة	المنسق	المادة منشورة																	
10.	2-3 تنظيم زيارات ميدانية للصحفيين للدوائر والمديريات																			
	ضع قائمة لمرافق المؤسسة المطلوب زيارتها.	مدير الدائرة والمنسق	قائمة للمرافق المطلوب زيارتها																	
	ضع جدول زمني.	مدير الدائرة والمنسق	جدول زمني																	
	اتصل مع الإعلاميين.	مدير الدائرة والمنسق	الإعلاميين على علم بالترتيبات																	
	اتصل مع القائمين على الدوائر والمديريات لضمان جاهزيتهم.	مدير الدائرة والمنسق	الأماكن المراد زيارتها جاهزة																	
	قم بالزيارات.	مدير الدائرة والمنسق	الزيارات																	
	2-2 تحضير الملف الإعلامي																			

[illegible]

Project Title: Administration Department أسم المشروع:				Planning Period - فترة التخطيط												Inputs				Remarks الملاحظات
النتيجة رقم (5) : أعضاء مجلس الإدارة / المفوضين على علم تام بإنجازات وتحديات المؤسسة / الهيئة وقادرين على تمثيلها ضمن صلاحياتهم																				
Ref.	Activities	Responsible	Milestones	Year: 2004						سنة: 2004						P/M		USD		
الرقم	الأنشطة	المسؤولية	المنجزات	1	2	3	4	5	6	7	8	9	10	11	12	L	E	L	E	
.8	1-5 تزويد الأعضاء / المفوضين بمعلومات دورية																			
	- الإجتماع بهم دوريا	مدير الدائرة والمنسق																		
	- دعوتهم لحضور الخلوات والاجتماعات غير الرسمية	مدير الدائرة والمنسق																		
	- تزويدهم بتقارير دورية تفصل الإنجازات والتحديات	مدير الدائرة والمنسق ومساعد المدير العام																		